

Message

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**From:** Binion, Thomas [Thomas.Binion@heritage.org]  
**Sent:** 3/22/2018 6:16:29 PM  
**To:** Binion, Thomas [Thomas.Binion@heritage.org]  
**Subject:** FW: Improving the Federal Workforce through Commonsense Hiring and Firing Practices  
**Attachments:** Federal Workforce.docx

Dear White House Liaisons:

I thought you might find this briefing interesting. Additionally, we'll be hosting a lunch immediately after the panel with the speakers: a great chance to ask questions and dive deeper into federal workforce issues.

Let me know if you can make it.

Best,

Tommy

---

**Thomas Binion**

*Director, Congressional and Executive Branch Relations*

The Heritage Foundation

214 Massachusetts Avenue, NE

Washington, DC 20002

Ex. 6

heritage.org

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**From:** "Hilboldt, John" <john.hilboldt@heritage.org>  
**Date:** Thursday, March 15, 2018 at 4:55 PM  
**To:** "Hilboldt, John" <john.hilboldt@heritage.org>  
**Subject:** Improving the Federal Workforce through Commonsense Hiring and Firing Practices

See attached. Please distribute to all appropriate departmental and personal contact lists. Thank you.



## LECTURES AND SEMINARS

# Improving the Federal Workforce through Commonsense Hiring and Firing Practices

*Featuring a Panel Discussion with*

**Bob Gilson**

Senior Labor and Employee Relations Advisor, RGS Inc.

**Bill Valdez**  
President, Senior Executives Association

**Bob Dietrich**  
Instructor, Graduate School USA, and Freelance Federal HR Consultant

*Moderated by*  
**Rachel Greszler**  
Research Fellow in Budget, Economics and Entitlements  
The Heritage Foundation

In his 2018 State of the Union address, President Trump called on Congress “to empower every Cabinet Secretary with the authority to reward good workers and to remove federal employees who undermine the public trust or fail the American people.” It takes about a year and a half, on average, to fire a federal employee. The lengthy and cumbersome dismissal process inhibits government efficiency and can nurture a toxic work environment, characterized by lack of discipline and reduced employee morale.

It is also unnecessarily burdensome to hire federal employees. The highly regulated process prevents federal managers from being able to hire the workforce they need at the time they need it and causes the federal government to lose out on hiring some of its best candidates.

Please join us for a panel discussion, featuring experts with decades each of experience in federal labor relations. They will discuss the problems with the federal government’s current hiring and firing systems and explore commonsense solutions to address them.

**Monday, March 26, 2018 at 12:00 p.m.**

**The Heritage Foundation’s Lehrman Auditorium**



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**214 Massachusetts Avenue, NE | Washington, D.C. 20002 | (800) 546-2843**

# Improving the Federal Workforce through Commonsense Hiring and Firing Practices

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News media inquiries, call (202) 675-1761

**214 Massachusetts Avenue, NE | Washington, DC 20002 | (202) 546-4400**

Message

**From:** Bullock, Kathleen M. [Kathleen.Bullock@opm.gov]  
**Sent:** 3/7/2018 5:31:15 PM  
**To:** Bullock, Katja EOP/WHO [Ex. 6]; Doocey [Ex. 6]; [Ex. 6]; Edward Corrigan [Ex. 6]; Joe Howell [jhowell@doc.gov]; Kilagan [Kilagan@doc.gov]; Luke Beckmann [luke.beckmann@dhs.gov]; Lynch, Laura [Laura.Lynch@opm.gov]; Redle, Alexander J. EOP/WHO [Ex. 6]; Spero, Casin D. [Casin.Spero@va.gov]; Todd Abrajano [tabrajano@doc.gov]; Wright, Nicole S. [Nicole.Wright@opm.gov]; andrew.h.smith@usdoj.gov; andrew.hughes@hud.gov; andrew.j.galkowski@ [Ex. 6] bozzuto.robert.f@dol.gov; brian.fauls@opic.gov; cabelkacb@state.gov; carly.miller@osec.usda.gov; carterm@arts.gov; david.mansdoerfer@hhs.gov; dleo@usaid.gov; doug.simon@dot.gov; garrison.p.griffin@ [Ex. 6] jesse.law@exim.gov; joe.uddo@hq.doe.gov; john.myers@treasury.gov; john.woodard@sba.gov; jonathan.w.dimock@nasa.gov; lori\_mashburn@ios.doi.gov; mciepielowski@neh.gov; michael.downing@gsa.gov; michael.duffey@sd.mil; mike.korbey@ssa.gov; mmckinney@peacecorps.gov; Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]; pbarrett@ustda.gov; richard.kingan@sba.gov; speroaf@mcc.gov; taylor.p.weyeneth@ [Ex. 6] thomas.leinenkugel@va.gov; timothy.clark1@hhs.gov; bndunlop@heritage.org; Ilagan, Kelly A. EOP/WHO [Ex. 6]; Stirrup, Heidi (HHS/IOS) [Heidi.Stirrup@hhs.gov]; brian.barnes@gsa.gov; Duke, Hannah A. EOP/WHO [Ex. 6] Locetta, Jennifer R. EOP/WHO [Ex. 6] Garza, Sarah J [Sarah.J.Garza@hud.gov]; Burley, Michael N [Michael.N.Burley@hud.gov]; Bucci, Kristine A. EOP/WHO [Ex. 6]; Bacon, James A [James.A.Bacon@hud.gov]; Miller, Max L. EOP/WHO [Ex. 6]; Feinberg, Rebecca P. EOP/WHO [Ex. 6]; Bis, Justin B. EOP/WHO [Ex. 6] Bock, Carrie E. EOP/WHO [Ex. 6]; Wiles, Caroline S. EOP/WHO [Ex. 6]; Baylor.Myers@treasury.gov; Margaux.Matter@ [Ex. 6] Emily.K.Sissell@ [Ex. 6] Brian.L.Scarlett@ [Ex. 6] McCall, Drew A [Jonathan.A.McCall@hud.gov]; Dovilla, Michael D. [Michael.Dovilla@opm.gov]; Levin, Tyler S. EOP/WHO [Tyler.S.Levin@ [Ex. 6]]  
**Subject:** White House Liaison and PPO meeting  
**Attachments:** Survey Form.pdf

Good afternoon.

We have secured space in the back bar at **The Exchange Saloon** @ 1719 G St NW for a Happy Hour immediately following next week's meeting. I hope all of you are able to join us.

I have attached the WHL survey for those who have not yet submitted one.

Have a wonderful week, and I look forward to seeing everyone next Tuesday!

-Kate

Kathleen M. Bullock  
White House Liaison  
Office of the Director  
Office of Personnel Management  
1900 E Street, NW  
Washington, DC 20415  
[Ex. 6]

# WHITE HOUSE LIAISONS SURVEY

I would be interested in more training in:

- ☐ Interviewing Candidates
- ☐ Removing/Disciplining employees
- ☐ PPO approval process
- ☐ Pay Setting
- ☐ Hiring authorities
- ☐ Other



My job would be easier if I had:

I would like to ask PPO:

I would like to ask OPM:

What I love best about being a WHL

The toughest part of being a WHL is:

Items I keep in my office to help me perform my job:

Message

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**From:** Jackson, Ryan [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=38BC8E18791A47D88A279DB2FEC8BD60-JACKSON, RY]  
**Sent:** 12/6/2017 12:52:15 PM  
**To:** William McIntosh; **Ex. 6**; Hobbs, Andrew (A.S.) [ahobbs@ford.com]  
**CC:** Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]  
**Subject:** RE: Ford Matters in Region V

That's correct. For a period of two years anyone joining EPA is recused from working on matters specific to their former employer. This even applies to former state officials being recused from permits, implementation plans, and decisions specifically addressing the state where they were employed. I'm happy to answer any specific questions as well. Thanks for reaching out. Ryan.

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**From:** William McIntosh [mailto:**Ex. 6**]  
**Sent:** Wednesday, December 6, 2017 7:48 AM  
**To:** Hobbs, Andrew (A.S.) <ahobbs@ford.com>  
**Cc:** Munoz, Charles <munoz.charles@epa.gov>; Jackson, Ryan <jackson.ryan@epa.gov>  
**Subject:** Ford Matters in Region V

Hi Andy,

Should a Ford matter raise to the level of the Regional Administrator's Office, it would be handled by the Deputy Regional Administrator. The Deputy Regional Administrator will handle Ford matters in the same manner and under the same policies as all manufacturing issues within the region.

Ryan Jackson, Chief of Staff, and Charles Munoz, Whitehouse liaison, would be happy to discuss this further. I have copied them, should they want to add to my answer.

Thank you for your consideration — Chad

On Dec 6, 2017, at 7:15 AM, Hobbs, Andrew (A.S.) <ahobbs@ford.com> wrote:

Chad

Did you manage to get anything from EPA about how Ford issues would be handled and what the process would be as per John Mellen request?

Andy

**From:** William McIntosh [mailto:**Ex. 6**]  
**Sent:** Friday, December 1, 2017 12:30 PM  
**To:** Hobbs, Andrew (A.S.) <ahobbs@ford.com>  
**Subject:** Trump Ethics Exec. Order

Message

**From:** Bullock, Kathleen M. [Ex. 6]  
**Sent:** 3/12/2018 8:58:31 PM  
**To:** Bullock, Katja EOP/WHO [Ex. 6]; Doocey [Ex. 6]; Edward Corrigan [Ex. 6]; Joe Howell [jhowell@doc.gov]; Kilagan [Kilagan@doc.gov]; Luke Beckmann [luke.beckmann@dhs.gov]; Redle, Alexander J. EOP/WHO [Ex. 6]; Spero, Casin D. [Casin.Spero@va.gov]; Todd Abrajano [tabrajano@doc.gov]; andrew.h.smith@usdoj.gov; andrew.hughes@hud.gov; andrew.j.galkowski@ [Ex. 6]; bozzuto.robert.f@dol.gov; cabelkacb@state.gov; carly.miller@osec.usda.gov; carterm@arts.gov; david.mansdoerfer@hhs.gov; dleo@usaid.gov; doug.simon@dot.gov; garrison.p.griffin@ [Ex. 6]; jesse.law@exim.gov; joe.uddo@hq.doe.gov; john.myers@treasury.gov; john.woodard@sba.gov; jonathan.w.dimock@nasa.gov; lori\_mashburn@ios.doi.gov; mciepielowski@neh.gov; michael.downing@gsa.gov; michael.duffey@sd.mil; mike.korbey@ssa.gov; mmckinney@peacecorps.gov; Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]; pbarrett@ustda.gov; richard.kingan@sba.gov; speroaf@mcc.gov; thomas.leinenkugel@va.gov; timothy.clark1@hhs.gov; bndunlop@heritage.org; llagan, Kelly A. EOP/WHO [Ex. 6]; Stirrup, Heidi (HHS/IOS [Heidi.Stirrup@hhs.gov]; brian.barnes@gsa.gov; Duke, Hannah A. EOP/WHO [Ex. 6]; Locetta, Jennifer R. EOP/WHO [Ex. 6]; Garza, Sarah J [Sarah.J.Garza@hud.gov]; Burley, Michael N [Michael.N.Burley@hud.gov]; Bucci, Kristine A. EOP/WHO [Ex. 6]; Bacon, James A [James.A.Bacon@hud.gov]; Miller, Max L. EOP/WHO [Ex. 6]; Feinberg, Rebecca P. EOP/WHO [Ex. 6]; Bis, Justin B. EOP/WHO [Ex. 6]; Bock, Carrie E. EOP/WHO [Ex. 6]; Wiles, Caroline S. EOP/WHO [Ex. 6]; Baylor.Myers@treasury.gov; Margaux.Matter@ [Ex. 6]; Emily.K.Sissell@ [Ex. 6]; Brian.L.Scarlett@ [Ex. 6]; Young, Patrick [pyoung@peacecorps.gov]; McCall, Drew A [Jonathan.A.McCall@hud.gov]; Levin, Tyler S. EOP/WHO [Ex. 6]; james.sapp@sd.mil; john.hemenway@sd.mil  
**Subject:** Tomorrow

Good afternoon.

I am looking forward to seeing all of you tomorrow. Please plan to arrive at OPM 10-15 minutes early, as getting through security may take some time, and please bring a picture ID.

If you have any questions, please do not hesitate to contact me.

-Kate

Kathleen M. Bullock  
White House Liaison  
Office of the Director  
Office of Personnel Management  
1900 E Street, NW  
Washington, DC 20415

**Ex. 6** (cell)

Message

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**From:** Naughton, Janet [Janet.Naughton@heritage.org]  
**Sent:** 12/5/2017 8:27:10 PM  
**To:** Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]  
**Subject:** RE: Meetings between EPA political staff and The Heritage Foundation

**Importance:** High

Hi Mr. Munoz,

I'm still hoping to be able to get a meeting with the appropriate person in the Office of Air and Radiation as well as the Office of Water at EPA. I hope to hear back from you soon so I can set up meetings before the Christmas holidays are upon us.

Janet

---

**Janet Naughton**  
*Senior Advisor for Executive Branch Relations*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

Ex. 6

heritage.org

---

**From:** Naughton, Janet  
**Sent:** Wednesday, November 29, 2017 2:49 PM  
**To:** munoz.charles@epa.gov  
**Cc:** Naughton, Janet <Janet.Naughton@heritage.org>  
**Subject:** Meetings between EPA political staff and The Heritage Foundation

Good afternoon Mr. Munoz,

I serve as a Senior Advisor for Executive Branch Relations at The Heritage Foundation. I'm reaching out on behalf of The Heritage Foundation to ask for your help in setting up appointments to meet with key personnel at the Agency.

Heritage Foundation's research analysts and thought Leaders have crafted a series of policy recommendations compiled into five bodies of work entitled: **The Mandate For Leadership** including issues of relevance to the work of the EPA.

With this in mind, we are asking for your help in connecting us with the appropriate political agency staff that could discuss these issues with our policy experts. I have taken a stab at identifying the offices for each issue item. Could you please just confirm that I have the correct office identified and if that person identified is the key point person for the Administrator and Administration on these issues? If my assessment is correct, I will receive out to these folks directly and if my assessment is incorrect, I would appreciate your correction of these names.

**Issue Areas/Recommendations:**

**1. Office of Air and Radiation – (Acting AA Sarah Dunham)**

NAAQS process/ozone –Office of Air Quality Planning and Standards

Greenhouse Gases and Stratospheric Ozone Multilateral Fund –Office of Atmospheric Programs (Sarah Dunham)

Climate change – Office of Atmospheric Programs

CAFÉ –Office of Transportation and Air Quality

Radiation Impacts



2. **Deputy Administrator or Deputy Chief of Staff Byron Brown**

Reorganization at EPA

3. **Office of Water (Acting AA Mike Shapiro or similar political) or Senior Advisor for Water (Sarah Greenwalt)**

WOTUS status

The Heritage Foundation is grateful for any help and guidance you are able to provide. I look forward to hearing from you.

Sincerely,

Janet

---

**Janet Naughton**

*Senior Advisor for Executive Branch Relations*

**Ex. 6**

Message

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**From:** Naughton, Janet [Janet.Naughton@heritage.org]  
**Sent:** 11/29/2017 7:48:33 PM  
**To:** Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]  
**CC:** Naughton, Janet [Janet.Naughton@heritage.org]  
**Subject:** Meetings between EPA political staff and The Heritage Foundation

Good afternoon Mr. Munoz,

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NAAQS process/ozone –Office of Air Quality Planning and Standards

Greenhouse Gases and Stratospheric Ozone Multilateral Fund –Office of Atmospheric Programs (Sarah Dunham)

Climate change – Office of Atmospheric Programs

CAFÉ –Office of Transportation and Air Quality

Radiation Impacts

**2. Deputy Administrator or Deputy Chief of Staff Byron Brown**

Reorganization at EPA

**3. Office of Water (Acting AA Mike Shapiro or similar political) or Senior Advisor for Water (Sarah Greenwalt)**

WOTUS status

The Heritage Foundation is grateful for any help and guidance you are able to provide. I look forward to hearing from you.

Sincerely,

Janet

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**Janet Naughton**

*Senior Advisor for Executive Branch Relations*

The Heritage Foundation

214 Massachusetts Avenue, NE

Washington, DC 20002

**Ex. 6**  
heritage.org

Message

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**From:** McMahon, Sean [Sean.McMahon@heritage.org]  
**Sent:** 8/14/2017 8:11:16 PM  
**To:** Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]  
**Subject:** Re: Luncheon Invitation with former Reagan Attorney General Edwin Meese  
**Flag:** Follow up

Dear Charles,

I hope you had a relaxing weekend. I wanted to follow-up from the invitation below for the lunch with Reagan Attorney General Ed Meese. We hope you are able to join us with your fellow White House Liaisons for an engaging conversation.

Kind regards,

Sean McMahon

---

**Sean McMahon**  
*Manager, Executive Branch Outreach and Candidate Briefing Program*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
**Ex. 6**  
heritage.org

---

**From:** Sean McMahon <Sean.McMahon@heritage.org>  
**Date:** Wednesday, August 9, 2017 at 3:30 PM  
**To:** "Munoz.Charles@epa.gov" <Munoz.Charles@epa.gov>  
**Subject:** Luncheon Invitation with former Reagan Attorney General Edwin Meese

Dear Charles,

I wanted to personally reach out and invite you to a luncheon with your fellow White House Liaisons featuring former Reagan Attorney General Edwin Meese.

The lunch will provide an off-the-record opportunity to hear General Meese share his experience working to staff the Reagan Administration.

This private lunch is being held at The Heritage Foundation on Friday August 18<sup>th</sup> at 12:30 pm.

If you are able to join us, please RSVP to me at [sean.mcmahon@heritage.org](mailto:sean.mcmahon@heritage.org) or **Ex. 6**

Sean McMahon

Message

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**From:** McMahon, Sean [Sean.McMahon@heritage.org]  
**Sent:** 8/9/2017 7:27:35 PM  
**To:** Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]  
**Subject:** Luncheon Invitation with former Reagan Attorney General Edwin Meese

Dear Charles,

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The lunch will provide an off-the-record opportunity to hear General Meese share his experience working to staff the Reagan Administration.

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If you are able to join us, please RSVP to me at [sean.mcmahon@heritage.org](mailto:sean.mcmahon@heritage.org) or **Ex. 6**

Sean McMahon

---

**Sean McMahon**  
*Manager, Executive Branch Outreach and Candidate Briefing Program*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
**Ex. 6**  
[heritage.org](http://heritage.org)

Message

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**From:** Kinney, Audra [Audra.Kinney@heritage.org]  
**Sent:** 6/27/2018 6:54:13 PM  
**To:** Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]  
**Subject:** Meeting Invitation

Dear Mr. Munoz,

I hope you are having a good week so far! My name is Audra Kinney, and I work in Congressional and Executive Branch Relations at The Heritage Foundation.

I'd like to invite you, and anyone on your team that you think would be appropriate, to The Heritage Foundation for a meeting with our Director of Congressional and Executive Branch Relations, Tommy Binion, and our Director of the Truluck Center for Leadership Development, Kristine Bramsen. Kristine oversees the Heritage Job Bank, placing qualified conservative personnel into positions at all levels in the public and private sector.

We'd like to learn more about your policy priorities, the major projects you'll be engaged in this year, and assess any of the ways our team can assist you.

With the July 4th holiday being next week, we'd like to schedule a meeting at your convenience the week of July 9th or the week of July 16th. Is there a particular date that works best for you?

Thank you for your consideration of this invitation, and of course for your service at the Environmental Protection Agency.

Sincerely,

Audra

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**Audra Kinney**  
*Congressional Events Coordinator*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002

**Ex. 6**

heritage.org

Message

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**From:** Dutcher, Victoria [Victoria.Dutcher@heritage.org]  
**Sent:** 2/2/2017 8:20:09 PM  
**To:** Munoz, Charles [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ae303b61fc23433e89c844d7842c9626-Munoz, Char]  
**Subject:** EPA candidates and resumes package from Heritage  
**Attachments:** removed.txt; removed.txt

Hi Charles

We've not met, but I'm a good friend of Charlie Grizzle. He shared your email address with me and this will be the only email I'll be sending. I'm also sharing this package with David Kreutzer who is coming to EPA from Heritage – at least for now.

Heritage undertook an 18-month project to build a roster of conservatives interested in serving in the Trump Administration. The WH has all of the departments. I'm including here just the EPA package.

Congratulations, thanks and best wishes!! DRAIN THAT SWAMP!  
Vicki

---

**Victoria L. Dutcher**  
*Restore America Manager*  
The Heritage Foundation  
214 Massachusetts Avenue, NE  
Washington, DC 20002  
**Ex. 6**  
heritage.org